

DDI-2137-74

15 JUL 1974

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : The External Research Coordination Structure

1. On 3 July 1974 you asked for comments about CIA's participation in the Under Secretaries Committee/Foreign Affairs Research program. I have reviewed the record of our participation and can report the following with respect to your specific questions:

a. "Whether we should not take a more positive position as a member" of the coordination structure?

(1) From the inception of the program (NSDM 98, February 1971) CIA has been considered an observer rather than a member. (Attachment A is a chart of the USC/FAR organizational structure) The principal advantage of observer status is that we do not have to report on in-house research programs, the use and management of our research products, or on our research capabilities and limitations. This is an obvious advantage for the Agency, given the ready availability of FAR materials to anyone who wants to see them. For this reason alone, I do not believe that it is in our interests to change our role. Observer status also minimizes our commitment of manpower to a potentially extremely bureaucratic activity. CIA does participate as follows:

-- Our representatives attend all USC/FAR plenary sessions.

-- Agency representatives (See Attachment B) serve on the nine functional and geographic Consultative Groups. I note, however, that these representatives often report back that while their meetings offer good opportunities to make professional contact, the business of coordinating external research is not very successful. The agencies hesitate to give up any program autonomy, and they are often unwilling to reach joint agreements on the design and funding of research.

-- CIA provides contract research data for inclusion in the Annual Consolidated Research Plans, which are sent to the President. The projects which we report are only those involving social-behavioral sciences (See Attachment C).

b. "Whether we should not think of a more vigorous use of external social science research ourselves?"

(1) In truth, for most subjects of foreign policy interest, the Agency can field very respectable research talents. Going outside for help can complicate and slow our work. Nonetheless, certain kinds of studies can be aided by outside contractors, and in some cases we simply have no specialists of our own to do a job.

(2) We have already begun to expand the Directorate's general external research program. For FY 1976, OCI and OPR have suggested new projects -- totaling \$255 thousand -- along the lines I believe you have in mind. OCI has asked for \$45 thousand for continuation of its new program of using methodology consultants from local research centers to assist current intelligence analysts on short-term tasks. OCI will also want to spend \$50 thousand in FY 1976 for the development of quantified data bases so that political data can eventually be formatted for computer manipulation and use by the desk officer. OPR's external research program calls for \$90 thousand to conduct a project on the question of future Soviet leadership, utilizing outside talent and experience on this subject,

plus about \$60 thousand for a number of short-term research projects where uniquely qualified consultants can provide the special techniques or expertise required. In addition, right now OPR is brokering the funding of a \$60,000 RAND study on Yugoslavian Military Elites which is of interest to [redacted] Thus far, only the DDI and General Graham have agreed to share the funding, although the NIOs also should probably carry some of the fiscal responsibility for it.

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(3) In addition to formal external research contracts, since 1966, the DDI Coordinator for Academic Relations has maintained regular liaison with a notable group of experts on Chinese and Soviet affairs. We have conducted regular seminars on subjects of interest to foreign policy-makers. In each case a few of our best analysts have exchanged thoughts with selected groups of scholars. Occasionally, we informally read scholarly works before they are published, and some of our analysts are contributors to anthologies written by our seminar friends. In the coming years we intend to expand our list of regular contacts to include additional disciplines, so that we can address transnational issues. We draw some intellectual guidance and sustenance from this program at a cost much below that of a formal external research contract.

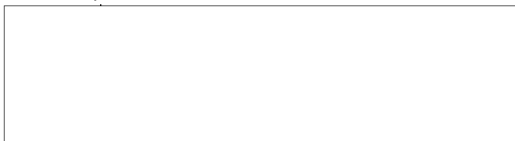
c. "Whether the NIOs should not be fitted into the process somehow?"

(1) The NIOs can already profit from the published reports of USC/FAR. They could also suggest research projects through CIA's representatives, although the suggesting Agency usually pays.

(2) As to the general subject of contact with academicians, at our May 1974 Academic Relations seminar in San Francisco, [redacted] offered the lead-off remarks on detente. I note that [redacted] has begun to put together a Moscow-Peking-Tokyo Colloquium for September. A number of DDI analysts have participated in her planning, and a number of our academic relations contacts are on her list of prospective participants. An event like this could stimulate more good work internally and externally than any contract could.

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2. In sum, I think our participation in USC/FAR is about right, and I intend to encourage the use of external research where it is most useful. I also hope that the NIOs and the DDI academic relations program can work closely together in the future. We will look foolish if we regularly meet the same specialists on similar subjects and show no evidence of internal coordination.



PAUL V. WALSH
Associate Deputy Director
for Intelligence

Attachments:

- Tab A. Organization of the Subcommittee on Foreign Affairs Research (USC/FAR)
- Tab B. USC/FAR Consultative Group Representatives
- Tab C. CIA Projects Reported to USC/FAR

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OPR:  (15 Jul 74)

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

The External Research Coordination Structure

FROM:

Gary Foster

EXTENSION

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R1420

NO.

DATE 15 July 1974

TO: (Officer designation, room number, and building)

DATE

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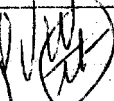
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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. ADDI
Mr. Paul V. Walsh
7E44, Hqs.

15 JUL 1974



Paul --

A proposed answer to the DCI's queries on external research. I took the opportunity to explain the CAR function, since more often than not what we need isn't a formal research project but tips and stimulation.

You should know that with Hal Ford's departure we have no USC/FAR representative. I suggest you appoint a substantive person -- perhaps one of our reps to the USC/FAR Consultative Groups.

